State of Washington
Office of the Insurance Commissioner

Human Resource Management Report

October 2009

[Note: This is the standard format provided by DOP as of 7/23/09. Agencies may customize or supplement this format to meet unique needs, as long as the minimum information shown in this format is included.]

Managers' Logic Model for Workforce Management

	Outputs	Initial Outcomes	Intermediate Outcomes	
Plan & Align Workforce	Articulation of managers HRM accountabilities. HR policies. Workforce planning. Job classes & salaries assigned.	Managers understand HRM accountabilities. Jobs, staffing levels, & competencies aligned with agency priorities.	Foundation is in place to build and sustain a productive, high performing workforce.	
Hire Workforce	Qualified candidate pools, interviews & reference checks. Job offers. Appts & per-formance monitoring.	Best candidate hired & reviewed during appointment period. Successful performers retained.	The right people are in the right job at the right time.	**Ultimate Outcomes** **Employees are committed to the work they do & the goals of the organization** **Productive, successful employees are retained** **State has workforce depth & breadth needed for present and future success**
Deploy Workforce	Work assignments & requirements defined. Positive workplace environment created. Coaching, feedback, corrections.	Workplace is safe, gives capacity to perform, & fosters productive relations. Staff know job rqmts, how they're doing, & are supported.	Time & talent is used effectively. Employees are motivated & productive.	
Develop Workforce	Individual development plans. Time/ resources for training. Continuous learning environment created.	Learning environment created. Employees are engaged in develop-ment opportunities & seek to learn.	Employees have competencies for present job & career advancement	**Agencies are better enabled to successfully carry out their mission. The citizens receive efficient government services.**
Reinforce Performance	Clear performance expectations linked to orgn'al goals & measures. Regular performance appraisals. Recognition. Discipline.	Employees know how performance contributes to success of orgn. Strong performance rewarded; poor performance eliminated	Successful perf is differentiated & strengthened. Employees are held accountable.	

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.
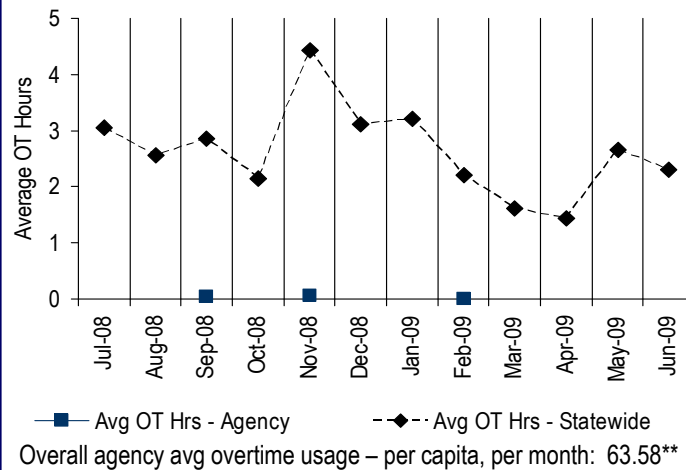
Performance Measures

Percent employees with current performance expectations
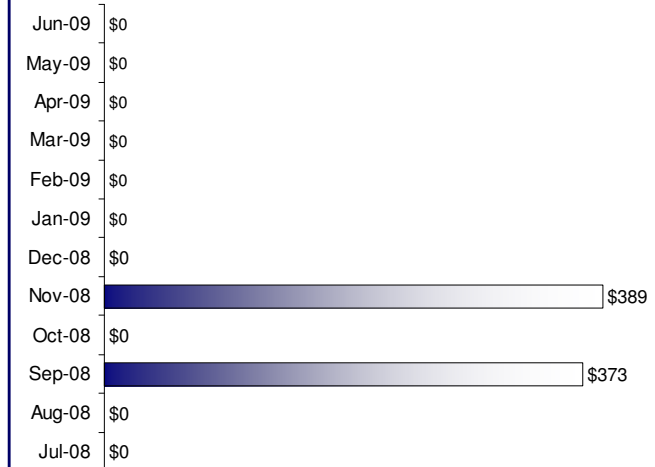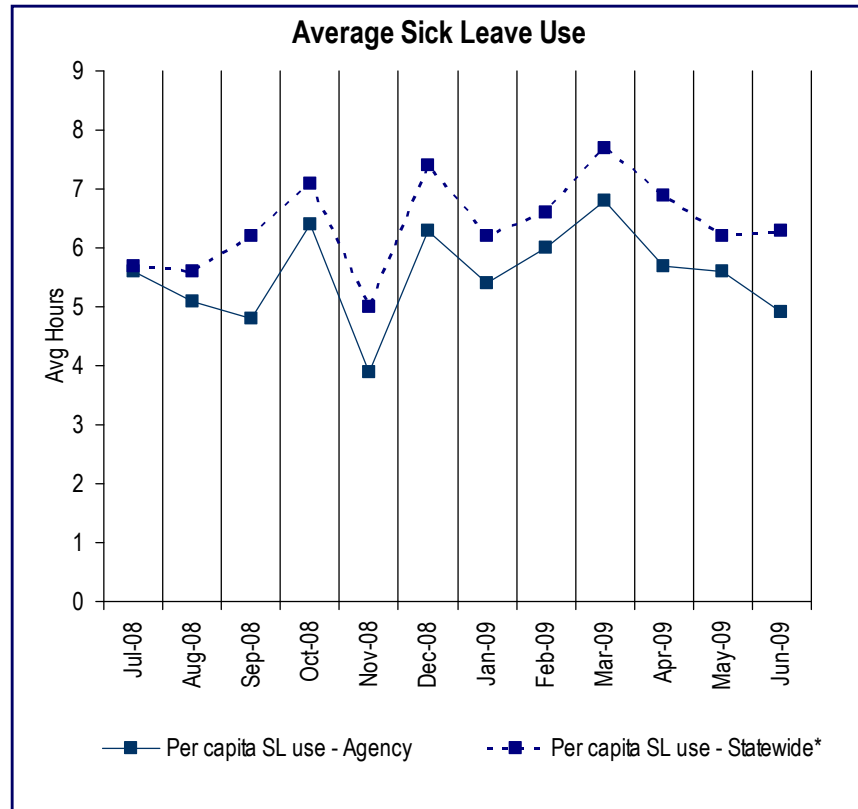
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Overtime Usage

Agency Priority: [High/Medium/Low]

Average Overtime (per capita) *

- ■ Avg OT Hrs - Agency
- ◆ Avg OT Hrs - Statewide

Overall agency avg overtime usage – per capita, per month: 63.58**

**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months

% Employees Receiving Overtime *

- ■ Pct EE's w/OT - Agency
- ◆ Pct EE's w/OT - Statewide

Overall agency avg employees receiving overtime per month: .121%**

**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

*Statewide overtime values do not include DNR

Data Time Period:07/2008 through 06/2009
Source: Business Intelligence

Overtime Cost - Agency

Month	Cost
Jun-09	$0
May-09	$0
Apr-09	$0
Mar-09	$0
Feb-09	$0
Jan-09	$0
Dec-08	$0
Nov-08	$389
Oct-08	$0
Sep-08	$373
Aug-08	$0
Jul-08	$0

Analysis:
• Agency only had overtime costs in the months of November and September of 2008.
• Agency averages are far below state averages for overtime usage.

Action Steps:
• Over the next year, Management will continue to monitor overtime usage and keep costs down.

Deploy Workforce

Sick Leave Usage

Agency Priority: [High/Medium/Low]

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Average Sick Leave Use

(Chart: Avg Hours vs. months Jul-08 through Jun-09)

Legend:
— Per capita SL use - Agency
- ■ - Per capita SL use - Statewide*

Analysis:

- OIC leave usage continues to be lower than the statewide average.

- OIC pattern of sick leave usage is very similar to last year and there is not very much change.

- Leave usage seemed higher in the months of Dec., Feb. & March possibly due to cold/flu season.

Action Steps:

- Management will continue to monitor leave usage and patterns with leave.

- Flu shots are scheduled for the agency and we have 70 people signed up. This may make a difference in our usage for the coming year.

Sick Leave Hrs Used / Sick Leave Balance (per capita)

Avg Hrs SL Used (per capita) - Agency	Avg SL Balance (per capita) - Agency	Avg Hrs SL Used (per capita) – Statewide*	Avg SL Balance (per capita) – Statewide*
[5.5] Hrs	[301.8] Hrs	6.4 Hrs	240.2 Hrs

* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: 07/01/2008 through 06/30/2009
Source: Business Intelligence

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

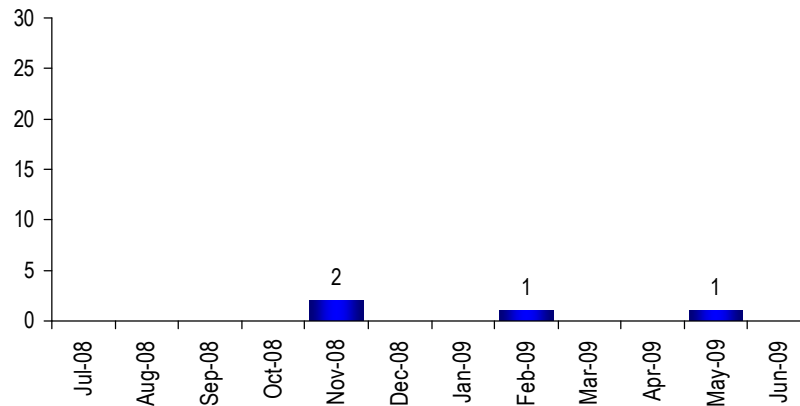Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Non-Disciplinary Grievances (represented employees)

Number of Non-Disciplinary Grievances Filed

Total Non-Disciplinary Grievances = [4]

*There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Non-Disciplinary Grievance Disposition*
(Outcomes determined during time period listed below)

- Leave grievance was withdrawn on March 13, 2009. Remedies were granted.

- Two work schedule grievances were filed during this period and withdrawn at Step 3 of the grievance process.

- CBA violation grievance determined that there was no violation of the contract.

Top 5 Non-Disciplinary Grievance Types
(i.e., Compensation, Overtime, Leave, etc)

Grievance Type	# Grievances
1. Leave	1
2. Work Schedule Adjustments	2
3. CBA Violation	1

Analysis:

- Non-disciplinary grievances were able to be resolved or withdrawn by level 3 of the grievance process.

Action Steps:

- Continue current trend

- No other actions steps are identified.

Data Time Period: 07/2008-6/2009
Source: Agency Tracked Data

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Non-Disciplinary Appeals (mostly non-represented employees)

Agency Priority: [High/Medium/Low]

Filings for DOP Director's Review

0 Job classification

0 Rule violation

0 Name removal from Layoff List

0 Exam results or name removal from applicant/candidate pool, *if DOP did assessment*

0 Remedial action

0Total filings

Filings with Personnel Resources Board

0 Job classification

0 Other exceptions to Director Review

0 Layoff

0 Disability separation

0 Non-disciplinary separation

0Total filings

Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Director's Review Outcomes

Agency did not have any Non-Disciplinary Appeals reviewed by DOP Director for this period

Total outcomes = Nothing to report

Data Time Period: 07/2008 through 06/2009
Source: Department of Personnel

Personnel Resources Board Outcomes

Agency did not have any Non-disciplinary Appeals filed with the Personnel Resources Board for this period.

Total outcomes = Nothing to report